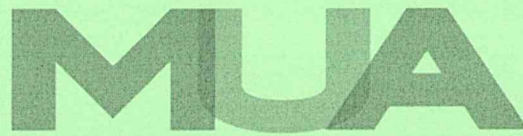


The
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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

MASTER OF ARTS IN DEVELOPMENT STUDIES

MDS 508: PROJECT MANAGEMENT PRINCIPLES

DATE: 17TH JULY 2017

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. **Question ONE is compulsory.**
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided**

QUESTION ONE

Read the case study below and answer the questions that follow:

Marie Scott worked with other managers at global construction to decide what projects their firm should undertake to meet business needs. Construction is a low margin, very competitive industry, and productivity improvements are crucial to improving shareholder's returns. After participating in several strategic planning and project selection workshops, one of the opportunities the company decided to pursue was just in time training. Several managers pointed out that global construction was spending more than the industry average on training its employees, especially in its sales, purchasing, engineering, and information departments, and yet productivity for those workers had not improved much in recent years they also needed to transfer knowledge from many of their retiring workers to the younger workers. Global construction still offered most courses during work hours using an instructor led format, and the course topics had not changed in years. Several managers knew that their competitors had successfully implement just in time training programs so that their workers would get the type of the training needed when they need it. For example, much of the training was provided over the internet, so employees could access it in time, anywhere employees were also able to ask questions of instructors as well as experts within the company at any time via internet to help them perform specific job duties. In addition, experts document the important knowledge and let other workers share their suggestions. Management believed that global construction could reduce training cost and improve productivity by successfully implements the project to provide just in time training on key topics and promote a more corroborative working environment.

Mike sundby, the vice president of human resources was the project's champion. After successful completing a phase 1 just in time training study to decide how they should proceed with the overall project, mike and his directors selected Kristin Maur to lead phase 2 of the project. Kristin suggested partnering with an outside firm to help with some of the project aspects. Mike asked Kristin to start forming her project team and to

prepare an important initiating document including a business case, a shareholder analysis the project charter and preliminary scope statement for the project he was looking forward to participating in the official kick off meeting.

Given the information above, answer the following questions

Required:

- i. Describe in detail the processes followed when initiating just in time training project (10 marks)
- ii. Explain what it means by SWOT analysis (10 marks)
- iii. Explain the basic project lifecycle (10 marks)

QUESTION TWO

- i. Discuss the steps of planning a project for the first time (12 marks)
- ii. Explain the main styles of behaviors of leadership and management (3 marks)

QUESTION THREE

- i. Explain what a communication management plan should address (7 marks)
- ii. Discuss the tools and techniques that assist in project cost control (8 marks)

QUESTION FOUR

- iii. Discuss what the project initiation document needs to summarize (15 marks)

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